

**What  
does a good trustee board  
look like?**

**CTN**

**16 June 2008**

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# What does a good board look like?

- Leadership
- Control
- Performance
- Review and renewal
- Delegation
- Integrity
- Openness

# Board LEADERSHIP

Setting direction: what is the organisation for; and how is it going to achieve its objectives?

How is success or failure to be judged?

Acting collectively

Taking responsibility for all the organisation's affairs

Asserting independence

# Board IN CONTROL

Ensuring compliance with:

- constitutional requirements
- legal requirements
- requirements of funders

Establishing controls to safeguard assets and to protect service users and staff.

Identifying, assessing and managing risks

# HIGH PERFORMANCE Board

Composition of the board – skills, diversity and decisiveness

Understanding the duties of trustees and company directors - training

Agreeing individual roles and contributions

Getting the right (and right amount of) information

# Board REVIEW and RENEWAL

Arranging for regular reviews of:

- the board's performance. What difference is it making to organisation's achievements?
- the performance of the chair and chief executive
- the board's skills and capacity, taking future needs into account

# Board DELEGATION

Understanding what the board can delegate and what it can't

Establishing what functions and tasks are delegated to:

- the chief executive
- individual board members
- agents

Keeping written evidence of delegated authorities

# Board INTEGRITY

Choosing service users fairly and on the basis of need

Acting for the good of the organisation, not your own benefit

Payments and benefits

Identifying and managing conflicts of interest

# Board OPENNESS

Should the board's decision-making be open to the outside world?

Accountability:

- taking account (of stakeholders' views)
- giving an account (of the organisations activities, achievements and affairs)
- being held to account (for the organisation's effect on the world)

# Useful sources

Good Governance – Code for Voluntary and Community Organisations  
([www.governancehub.org.uk](http://www.governancehub.org.uk))

Hallmarks of a Well-Run Charity and other publications  
([www.charitycommission.gov.uk](http://www.charitycommission.gov.uk))

ACEVO ([www.acevo.org.uk](http://www.acevo.org.uk))

Directory of Social Change ([www.dsc.org.uk](http://www.dsc.org.uk))

NCVO ([www.ncvo-vol.org.uk](http://www.ncvo-vol.org.uk))

NAVCA ([www.navca.org.uk](http://www.navca.org.uk))

Mike Hudson, Sandy Adirondack and Tesse Akpeki